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PLANNED CHANGE--A SELECTED BIBLIOGRAPHY.

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THIS STARTER BIBLIOGRAPHY LISTS 154 BOOKS, ARTICLES, AND MONOGRAPHS PUBLISHED BETWEEN 1932 AND 1968 IN THE SUBJECT AREA BROADLY DESIGNATED AS "PLANNED CHANGE." EMPHASIS IS ON THE SCHOOL AS A SOCIAL ORGANIZATION AND THE CONTRIBUTION OF SOCIOLOGICAL THOUGHT IN AFFECTING ORGANIZATIONAL CHANGE. SCHEMATIC FIGURES ARE INCLUDED TO CLARIFY ORGANIZATION OF THE MATERIAL AND TO PROVIDE GUIDELINES FOR FURTHER DEVELOPMENT OF THE SUBJECT AREA. (TT)

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STARTER BIBLIOGRAPHY

Field tests of generative materials pertaining to planned change resulted in extensive lists of references. As the writer and his students utilized the conceptual frameworks to explore areas of study, identification of significant content was greatly facilitated. One area of content led to other related areas and in time the need to delimit content forced attention to the development of classification skills. Successive classes tended to move toward similar categories, suggesting that the frameworks provided directional guidelines. However, enough unique content was located to indicate that the guidelines were not so prescriptive that needs and interests of individual students were jeopardized.

The references that follow have been selected to exhibit the pattern of content development revealed by several classes of practitioner-students as they used the materials. The lists are intentionally abbreviated because much of the value of the materials is derived in the process of content development. The opportunities offered by the materials for development of skills of analysis and synthesis would be lost if pre-assembled bibliographies were used as reading lists. Sub-categories have been added to the basic frameworks to better show the direction of content development in field tests.

Forces for Organizational Maintenance

I. Framework Represented by Figure 2 --Emphasis on Contextual Variables

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Figure 2

SOCIAL CONTEXT OF SCHOOL*

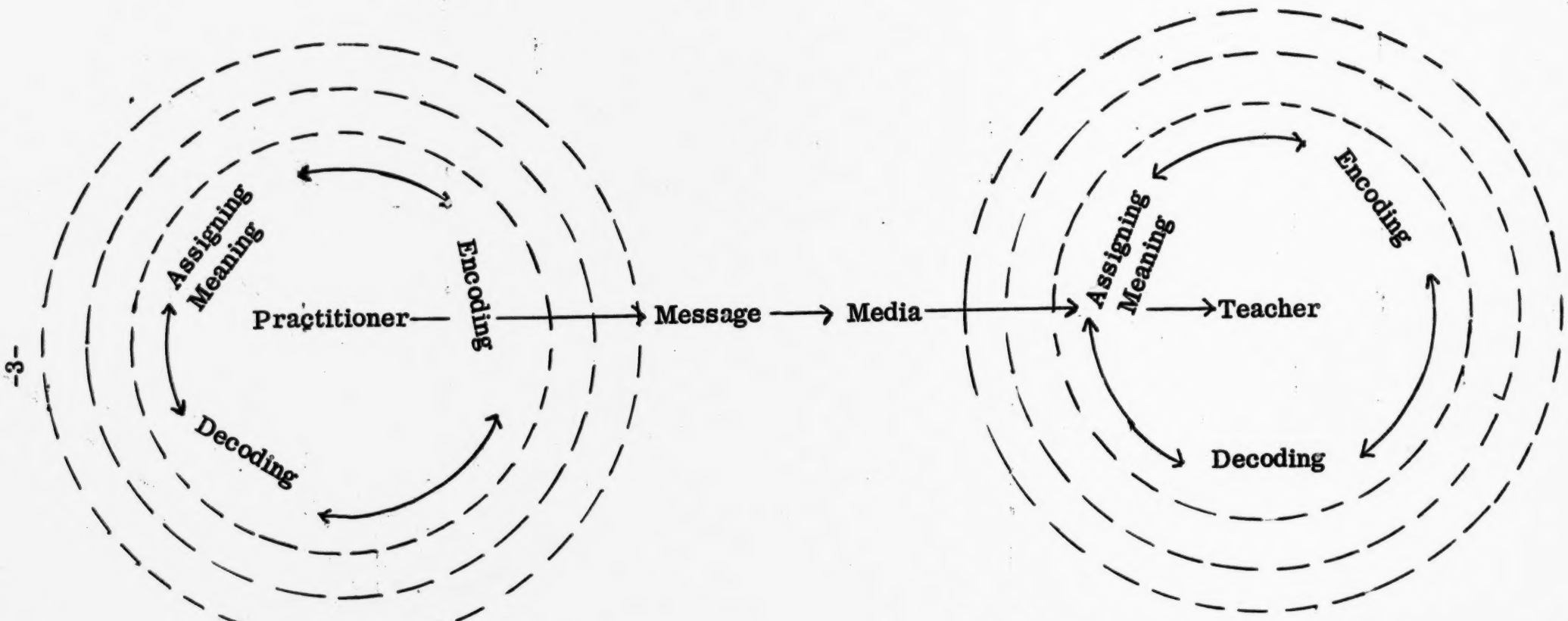

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Figure 3

FUNCTIONAL IMPERATIVES

OF

SOCIAL SYSTEMS*

1. Pattern Maintenance
2. Integration
3. Goal Attainment
4. Adaptation

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Figure 4

SELECTIVITY IN CLIENT ORGANIZATIONAL RELATIONSHIP IN SERVICE ORGANIZATIONS*

Organizational Control Over Admission	Client Control Over Own Participation in Organization: YES	Client Control Over Own Participation in Organization: NO
YES		
NO		

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Figure 5

ORGANIZATIONAL VARIABLES CENTRAL
TO MAINTENANCE AND ADAPTATION DECISIONS*

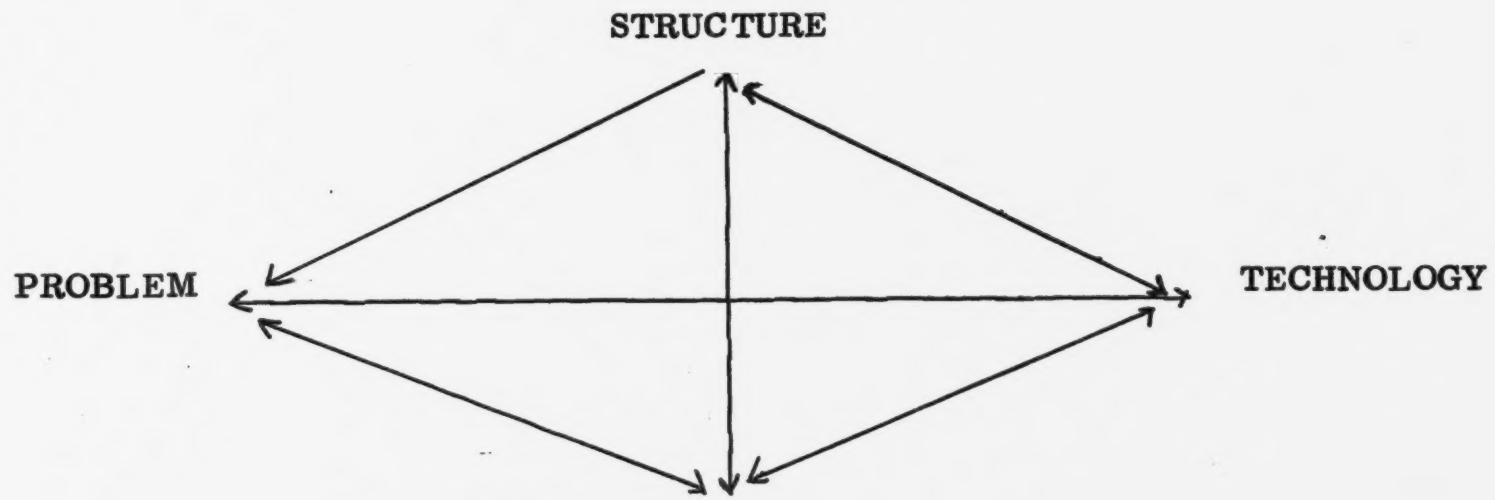

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Figure 6

ORGANIZATIONAL BEHAVIOR -- MAJOR
FACTORS AFFECTING ROLE PERFORMANCE*

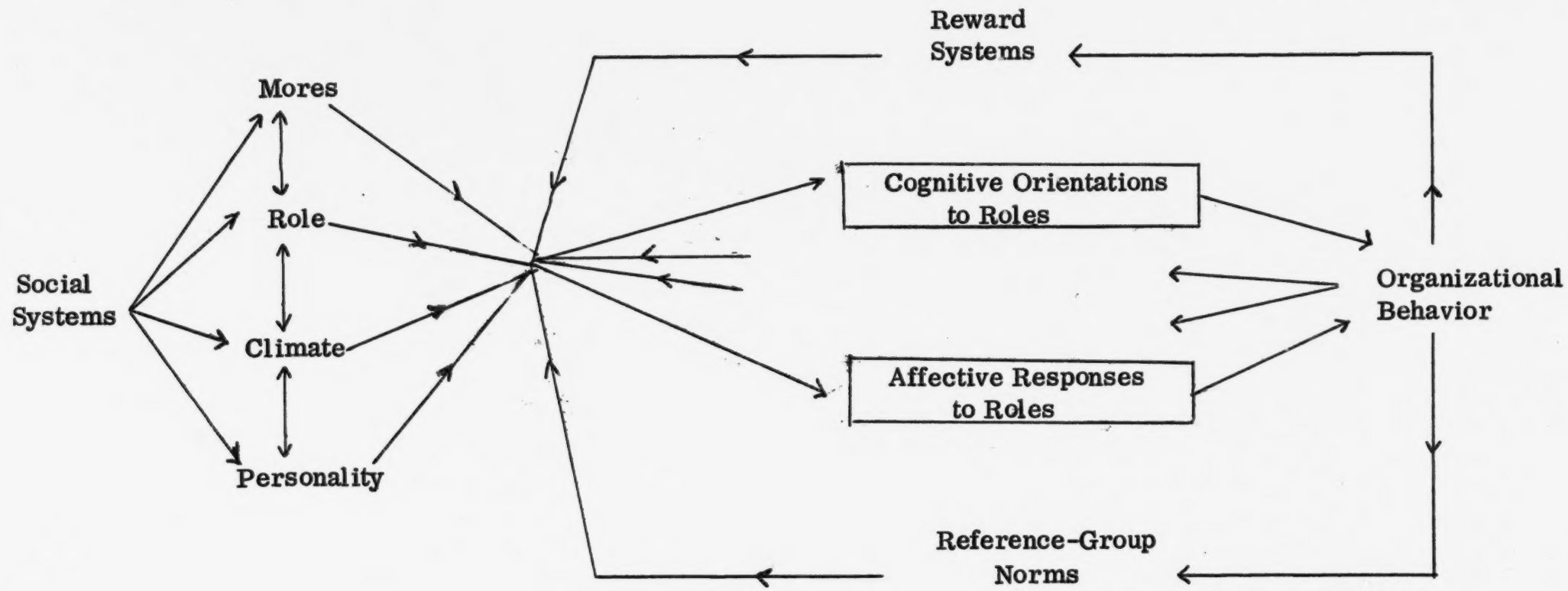

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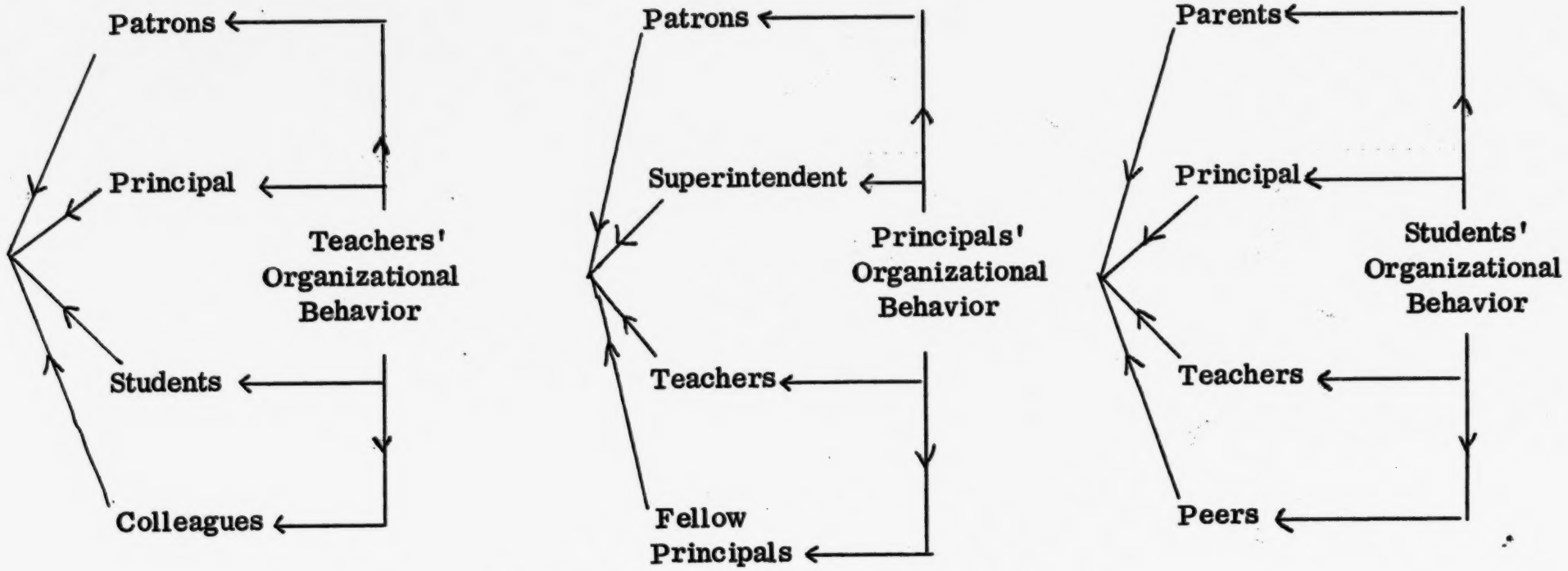
Figure 7

INTERVENING VARIABLES IN
ORGANIZATIONAL BEHAVIOR -- INTERACTING
ROLE POSITIONS



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III. Framework Represented by Figure 8

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B. Variables Influencing Teaching Behavior

Figure 8

INFLUENCE OF INTERACTING ROLE POSITIONS ON TEACHER ROLE BEHAVIOR

What Teachers Need From:

STUDENTS	OTHER TEACHERS	PRINCIPAL	FACULTY NORMS

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Figure 9

THE INTERACTION OF EXECUTIVE FUNCTIONS AND PREDISPOSITIONAL SETS*

Executive Functions - Organizational Requisites

Predispositional Set: A Developmental Condition of the Ego — Cathexes of:	Homeostatic	Mediative	Proactive
Persons	1	2	3
Persons-Ideas (Fusion)	2	1	3
Ideas	3	2	1

1 -Primary Performances
2-Secondary
3-Tertiary

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Variables Affecting Influence Within Organizations

I Framework Represented by Figure 10

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C. Influence in Organizations

Figure 10

POSSIBLE RELATIONSHIPS BETWEEN ADMINISTRATOR'S BASES OF POWER AND TEACHER TYPES*

Bases of Power	Teacher Types				
	Benefits Oriented	Upward Mobiles	Subject Oriented	Pupil Oriented	Subject-Pupil Oriented
Coercive					
Reward					
Expert					
Legitimate					
Referent					

*Bases of power classifications are drawn from J. R. P. French, Jr. and B. Raven, "The Bases of Social Power" in Studies in Social Power, edited by Dorwin Cartwright. Ann Arbor: University of Michigan, Institute for Social Research, 1959, pp. 150-167.

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II. Framework Represented by Figure 11

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Figure 11

POSSIBLE RELATIONSHIPS BETWEEN
ADMINISTRATOR'S BASES OF POWER AND ORGANIZATIONAL
DEMENSIONS*

	INSTRUCTIONAL	BUREAUCRATIC
COERCIVE		
REWARD		
EXPERT		
LEGITIMATE		
REFERENT		

*Bases of power classifications are drawn from J. R. P. French, Jr. and B. Raven, "The Bases of Social Power" in Studies in Social Power, edited by Dorwin Cartwright. Ann Arbor: University of Michigan, Institute for Social Research, 1959, pp. 150-167.

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III. Framework Represented by Figure 12

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Figure 12

RELATIONSHIP BETWEEN TYPES OF CHANGE
AND TYPES OF POTENTIAL STRATEGIES*

Type of Change Strategy	Types of Change: STABILIZING			DISRUPTIVE	
	Substitution	Alteration	Variation	Re-Structuring	Value Re-Orientation
Power					
Empirical- Rational					
Normative Re-Educative					

*Categories of the types of change strategies and the five categories of types of change were identified by Robert Chin, "Models and Ideas About Changing," Media and Educational Innovation, edited by W. C Meierhenry. Lincoln, Nebraska: Teachers College, University of Nebraska, 1964, p. 1-16.

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